

# SAM HOUSTON STATE UNIVERSITY



*A Member of The Texas State University System*

## **1999-2000 STRATEGIC PLANNING COMMITTEE FINAL REPORT**

**DECEMBER 1999**

# SAM HOUSTON STATE UNIVERSITY

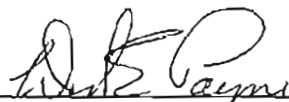
HUNTSVILLE, TEXAS 77341

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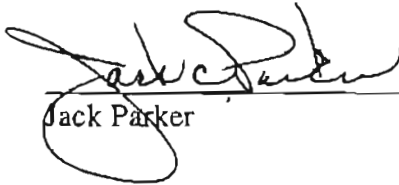
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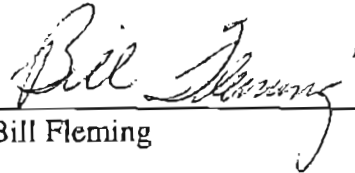
David Payne, Chair



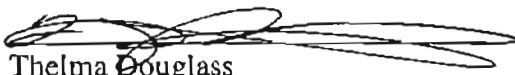
Catherine Moak



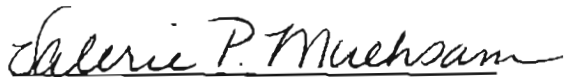
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Bill Fleming



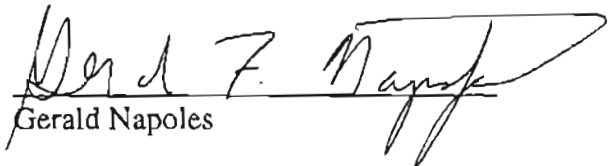
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Flowchart for Strategic Planning Process\*

*\*The flowchart is an oversized document and will be available in administrative offices.*

# **SAM HOUSTON STATE UNIVERSITY**

## **INSTITUTIONAL MISSION STATEMENT**

### **UNIVERSITY MISSION**

Sam Houston State University is a multicultural institution whose mission is to provide excellence by continually improving quality education, scholarship, and service to its students and to appropriate regional, state, national, and international constituencies.

### **UNIVERSITY GOALS**

- Promote students' intellectual, social, and leadership growth.
- Recruit and retain qualified, dedicated faculty and support staff.
- Recruit and retain qualified, motivated students.
- Provide the necessary library and other facilities to support quality instruction, research, and public service.
- Provide an educational environment that encourages systematic inquiry and research.
- Promote and support diversity and provide for equitable opportunities for minorities.
- Offer a wide range of academic studies in preprofessional, baccalaureate, master's, and doctoral programs.
- Collaborate with other universities, institutions, and constituencies.
- Provide instructional research and public service through distance learning and technology.

### **HISTORY**

Sam Houston State University, located in Huntsville, Texas, serves one of the most diverse populations of any educational institution in the state. The university is committed to the development of its creative resources so that it can adapt to the changing educational needs of its constituency while maintaining the highest quality in the traditional curricula. The institution was created by the Texas legislature in 1879 as Sam Houston Normal Institute to train teachers for the public schools of Texas. During the following four decades, instruction was offered in the natural sciences, agriculture, home economics, manual training, geography, sociology, and foreign languages. The baccalaureate degree was first awarded in 1919.

The next twenty years witnessed rapid and dramatic changes, including a name change to Sam Houston State Teachers College in 1923. Two years later, the college was admitted to membership in the Southern Association of Colleges and Schools (SACS) as an accredited institution of higher learning. The institution began to expand its programs, and a graduate

degree was authorized in 1936, a development which expanded the curriculum from its sole emphasis on teacher training to emphases on preparation in a variety of fields.

Following World War II, an increase in students and faculty as well as a wide range of faculty-research activities provided impetus for the emergence of a multi-purpose institution. By 1960, about 25 percent of the graduating seniors were receiving degrees in fields other than teaching. Degrees were offered in the social and communication sciences; the biological, physical, and soil sciences; business administration; the fine arts; the humanities; and education. A growing emphasis on research allowed faculty to make significant contributions in their fields beyond the classroom, and these activities were accompanied by an increasing diversity in the student body as more out-of-state and foreign students began seeking degrees at Sam Houston. In recognition of these developments, the institution's name was changed by the Texas legislature to Sam Houston State College in 1965, and in that year the Texas legislature established as an integral part of the institution The Institute of Contemporary Corrections and the Behavioral Sciences.

During the following years, there was a rapid increase in the enrollment of students with diversified backgrounds, interests, and aspirations, which necessitated continuous examination of programs, faculty, and facilities. The number of graduate degrees conferred increased significantly in the late 1960s, and the Texas legislature, recognizing the changes that had taken place during the course of the institution's history, changed the name of the institution to Sam Houston State University in 1969.

In the decade of the 1970s, the university continued to expand its offerings to keep pace with its dynamic environment by adding degree programs in such fields as computer science and environmental science. New graduate degrees, such as the Master of Library Science, the Master of Fine Arts, and the Doctor of Philosophy in Criminal Justice were added. These additions were accompanied by significant improvement in faculty credentials and growth in faculty research activities.

Currently Sam Houston State University, a member institution in The Texas State University System, is organized academically into four colleges: Arts and Sciences, Education and Applied Science, Business Administration, and Criminal Justice. Students are offered an extensive range of bachelor's and master's degrees, as well as the Doctor of Philosophy in Criminal Justice, the Doctor of Philosophy in Forensic Clinical Psychology, and the Doctor of Education in Educational Leadership. The faculty and the university are recognized regionally, nationally, and internationally.

## TABLE OF PROGRAMS

INSTITUTION: Sam Houston State University

APB: October 26, 1984

APB: January 24, 1986

APB: April 19, 1991

APB: October 27, 1995

UPD: January 17, 1997

UPD: October 17, 1997

<u>Academic Disciplines</u>	<u>Categories</u>	<u>Assoc</u>	<u>Bacc</u>	<u>Mast</u>	<u>Doct</u>	<u>Prof</u>
Agriculture	(01 & 02)		1	1		
Conservation & Renewable Natural Resources	(03)		3A			
Architecture & Related Programs	(04)		3B			
Area, Ethnic, & Cultural Studies	(05)					
Marketing, Operations, & Distribution	(06)		1	1		
Communications	(09 & 10)		1			
Computer & Information Sciences	(11)		1	1		
Education	(13)			1	3C	
Engineering	(14)					
Engineering-Related Technologies	(15)		3D	3E		
Foreign Languages & Literatures	(16)		1			
Home Economics	(19 & 20)		1	1		
Law & Legal Studies	(22)					
English Language & Literature/Letters	(23)		1	1		
Liberal A&S, General Studies, & Humanities	(24)		3F			
Library Science	(25)		2	1		
Biological/Life Sciences	(26)		1	1		
Mathematics	(27)		1	1		
Multi/Interdisciplinary Studies	(30)		3G	2H		
Parks, Recreation, Leisure, & Fitness Studies	(31)		3I			
Philosophy	(38)		1			
Physical Sciences	(40 & 41)		1	1		
Psychology	(42)		1	1	3J	
Protective Services	(43)		1	1	1	
Public Administration & Services	(44)					
Social Sciences & History	(45)		1	1		
Trade & Industrial	(46, 47, 48, & 49)		3K			
Visual & Performing Arts	(50)		1	1		
Health Professions & Related Sciences	(51)		3L			
Business Management & Admin. Services	(52)		1	1		

## FOOTNOTES

(Footnote references identify Texas CIP code names and code numbers rather than institutional program names.)

- A. Environmental Science (03.0102.10) only
- B. Interior Architecture (04.0501.00) only
- C. Educational Administration & Supervision, General (13.0401.00) only
- D. Electronic Engineering Technology/Technician (15.0303.20), Industrial/Manufacturing Technology/Technician (15.0603.00), and Manufacturing Technology/Technician (15.0603.10) only
- E. Industrial/Manufacturing Technology/Technician (15.0603.00) only
- F. Combinations of previously approved programs only
- G. Interdisciplinary Studies, General (30.9999.01), Applied Arts & Sciences (30.9999.40), and combinations of previously approved programs only
- H. Combinations of previously approved programs only
- I. Fitness & Sports (31.0501.10) only
- J. Forensic Psychology (42.0201.10) only
- K. Drafting, General (48.0101.00) only
- L. Health Studies (51.0301.20), Medical Technology (51.1005.00), and Music Therapy (51.2305.00) only

## SUMMARY OF CODING SYSTEM

### CODE

### SUMMARY

APB	Approved by Board; identifies four-year cyclical review.
APC	Approved by Commissioner.
APS	Approved by CB Staff.
UPD	Updated to reflect Board-approved expansion.
1	The institution currently offers some degree program(s) and has planning authority to submit requests for additional programs within the category.
2	The institution does not offer any degree program(s) in the category, but does have planning authority. Footnotes indicate limited planning authority.
3	The institution currently offers some degree program(s) in the category and may have additional planning authority, limited by the footnotes.
Blank	The institution has no degree programs and no planning authority in the category. If any requests are submitted, the CB will consider both the merits of the proposed program (quality, need, cost) and the question of expanding the role and mission of the institution.

## **ASSUMPTIONS ABOUT THE PLANNING PROCESS**

Effective planning is based on assumptions about future economic, technological, academic, political/legal, social/demographic, and philanthropic trends. It is also based on commonly held assumptions about the planning process itself. Assumptions underlying the Sam Houston State University strategic planning process include the following:

- Strategic planning for a university is first and foremost the construction of a plan for the effective development and delivery of quality education, at both undergraduate and graduate levels.
- Strategic planning at Sam Houston State University begins with the President's vision regarding the future of the institution and a commitment to the fundamental spirit of the Coordinating Board-approved mission statement.
- The current Sam Houston State University strategic plan is subject to change as societal, state, and local needs change and as the institutional mission evolves.
- Environmental trends inform institutional directions in the strategic planning process.
- The environmental scans and the general institutional goals and strategic directions are shared with faculty, administrative staff, and students for their discussion, understanding, and input.
- The strategic plan is tightly integrated into the budget planning process.

## **ENVIRONMENTAL SCAN 2000 - 2001**

### **1. Social/Demographic Trends**

- a. A higher percentage of beginning freshmen who enroll in institutions of higher education will attend community colleges.
- b. The historic consistency of the proportion of nontraditional undergraduate students, including older students and those who are parents, at SHSU is expected to continue.

- c. The SHSU student body will become more diversified during the next decade. African-American, Hispanic, and Native American and other minority student populations will continue to grow.
- d. More full-time students will be employed while attending school.
- e. The requirements of the nontraditional student will necessitate changes in traditional university calendars, schedules, and instructional and student delivery systems.
- f. The University will face more competition for students from an increasing number and diversity of providers of educational services. The university will have to more carefully focus its recruitment efforts to be successful.
- g. Public concerns related to safety, crime, and alcohol issues have heightened awareness of personal risk issues on college campuses. This concern makes non-urban campuses more attractive for many students seeking a residential college atmosphere.
- h. The percentage of out-of-state students who enroll in Texas institutions of higher education will remain relatively stable unless stimulated by incentives.
- i. The current gender ratio in colleges and universities will remain stable.
- j. The need for continuing professional education for workers in Texas will increase.
- k. A growing number of women will enter the work force, requiring continued increasing needs for quality childcare.
- l. Demand for student wellness programs will increase.
- m. Sensitivity toward diverse lifestyles and backgrounds will increase as students demand more personal rights.

## 2. **Economic Trends**

- a. Although total appropriation dollars will increase, dollars per student enrolled, controlled for inflation, will decline.
- b. Demands for support of non-educational services statewide will increase.
- c. There may be a move to allocate student financial aid directly to students rather than through the formula to institutions.
- d. The information and service sectors of the economy will increase in importance.

- e. Universities will continue to increase their scholarship funds in order to provide more financial aid.
- f. Loans or prepaid tuition plans may increasingly supplement federal grant programs as primary support sources of student financial support.
- g. The Texas economy will remain strong and modest economic growth can be anticipated in the three-county primary student source area.
- h. Small entrepreneurial businesses between Huntsville and North Houston will increase in number, increasing the market for graduates with these qualifications.
- i. Grantors and funding sources will look for more multi-disciplinary proposals and projects.
- j. Society, business, and government will show an increasing need for applied and problem-solving/problem-oriented research.

### **3. Technological Trends**

- a. Information literacy gained through the ability to use technology will be an underlying principle of quality education for the next century.
- b. More powerful computing devices linked to expanding and higher-speed campus, state, national, and international networks will provide students, faculty, and staff access to a continuously expanding menu of information and computing resources.
- c. New technologies, computer-assisted instruction, and computer-based instruction will require expanding development programs for staff, faculty, and administration.
- d. The increase in technological support for faculty and staff will demand a substantial increase in information resources.
- e. University activities in distance learning will dramatically increase and could substantially affect on-campus enrollments and lead to cooperative programs with secondary schools.
- f. Advanced technology will change the way classroom instruction and library services are delivered.
- g. Organizations whose primary focus is not higher education will begin to deliver higher education via distance learning.

- h. Computing will become increasingly less dependent on location.
- i. Computer applications will become more user-friendly.

#### **4. Trends in Higher Education**

- a. Successful appropriation requests for state assistance will be tied directly to agency and state strategic plans and associated assessment.
- b. Increased emphasis on college and university accountability is requiring more outcomes assessment, benchmarking, and institutional research.
- c. A greater interdependence among the public schools, community colleges, and universities will evolve and lead ultimately to the more efficient use of education dollars.
- d. Flexible, alternative methods of and locations for delivering academic programs will become more common in higher education. This trend will necessitate concomitant changes in delivery of academic advising and other student services to ensure that students receive the same quality services at off-campus sites as they do on campus.
- e. The knowledge explosion is leading to greater difficulty in keeping the baccalaureate degree within a traditional four-year program causing public concern with the lengthening educational process.
- f. There will be a high demand for newly certified teachers, special education teachers, school counselors, and school psychologists.
- g. College curricula are being internationalized and exchange programs are expanding as a result of an increasing need for global awareness. The demand for foreign language instruction will increase.
- h. The variety of community college programs seeking transferability will increase.
- i. Universities will increase their focus on teaching and move toward a broader definition of scholarship.
- j. Interdisciplinary programs will become more common (e.g., environmental science).
- k. Alternate credentials in the public schools and other areas requiring licensing or certification will become more common.

- l. Increased salary competition from the public schools and private agencies and aging of the workforce will make attracting and retaining faculty and staff more difficult.
- m. More high school seniors will want college credit courses integrated with the secondary school schedule and, therefore, will want to utilize university services. The trend may move from dual enrollment to advanced placement classes to improve quality.
- n. The percentage of higher education students speaking English as a second language will increase.
- o. The demand for program-specific accreditation will increase.
- p. Pressure to improve student retention rates will increase.
- q. The traditional definition of faculty workload and productivity expectations will change as the result of technology.
- r. State regulations regarding reimbursement of undergraduate students with over 170 hours and graduate students with over 90 hours will impact university financial resources.

## **5. Political/Legal Trends**

- a. State and federal regulation of public higher education will increase and will result in increased expenditures to document compliance.
- b. Affirmative action and equity will become increasingly complex in Texas.
- c. There is potential for realignment of higher education entities in Texas.
- d. The formula as a mechanism for state funding of higher education in Texas will not change substantially and will continue to place an emphasis on enrollment.
- e. Changes in the distribution of Higher Education Assistance Fund (HEAF) resources are anticipated.
- f. The Texas legislature will demand greater emphasis and accountability for meeting the Texas Access and Equity Plan goals of diversity for faculty, staff, and students.
- g. The trend toward regionalization may result in the emergence of more multi-institutional teaching centers (MITCs), which will negatively impact on-campus enrollments.

- h. Communities will continue to pressure lawmakers for their own locally developed and controlled higher education options.
- i. Universities will increasingly be tested in the courts.
- j. The demand to purchase university goods and services from historically underutilized businesses (HUBs) will increase.
- k. Universities will play a more active role in addressing student loan default rates.

## **6. Physical Facility Trends**

- a. Technological needs will include equipping classrooms with computers, telecommunications equipment, instructional multi-media equipment, microwave utilization, and wiring rooms in all residence halls.
- b. Fees to support computer access and for field-based, weekend, or distance programs will need to be implemented or raised.
- c. Funding from the legislature for new buildings and maintenance of existing buildings will continue to be modest during the next ten years.
- d. State and federal regulations will continue to require that priority be given to some modification to facilities, e.g., ADA.

## **7. Trends in Philanthropy**

- a. The university operation will draw an increasing portion of its support from philanthropic sources.
- b. The growing number of nonprofit organizations will increase the competition for the philanthropic dollar.
- c. Establishment of an annual giving program will lead to greatly enhanced university development activities.
- d. An increasingly mobile society will challenge SHSU's ability to keep track of its alumni. Technological advances also will impact the process by which SHSU raises money, especially through the Internet, direct mail, and telefund.
- e. Any changes in tax laws, both income and estate, will impact the work of fund raising. Additional changes in inheritance tax laws could affect the size of charitable gifts through planned giving vehicles.

- f. The growth of international figures in the world of philanthropy will impact charitable giving. With the shifting of wealth to other areas of the world, a challenge will be to appeal to alumni from other cultures.

## INSTITUTIONAL GOALS

Sam Houston State University, within the broad institutional directions established in 1991:

- (1) have excellent quality academic and ancillary programs;
- (2) project a clear and consistent image of its role as quality education and cultural resource;
- (3) develop its human, financial, and physical resources; and
- (4) have an inclusive, effective, and integrated program of planning and management.

President Bobby K. Marks established four major directions for **enhancement** through **strategic reallocation**. These four directions provide focus to the strategic planning process:

- (1) increase the use of technology for delivery of instructional and administrative programs on the Sam Houston State University campus,
- (2) improve student retention rates for first-time, full-time, degree-seeking freshmen,
- (3) increase gifts and grants to the University, and
- (4) broaden the institutional emphasis on international curriculum and activities.

## **DIVISION OF ACADEMIC AFFAIRS**

### **Goals for 2000-2001 Academic Year Aligned With Institutional Strategic Goals**

#### **Divisional Mission Statement**

The mission of the Division of Academic Affairs is to achieve excellence in instruction, research, and public service by securing and retaining a highly qualified and motivated faculty and support staff; maintaining high academic and professional standards for faculty, students, and staff; admitting and retaining qualified and motivated students; and providing essential resources.

Strategic reallocation in support of this mission as informed by the President's strategic direction is as follows:

#### **1. Integrate technology into administrative and instructional processes.**

- a. Implement electronic transcript transfer for graduate students
- b. Fully implement electronic textbook order process
- c. Establish intellectual property and faculty workload and compensation policies for electronically delivered courses
- d. Enhance basic computer orientation for all new faculty
- e. Move institutional coordination of electronic instruction activities to the library
- f. Double the number of Internet courses and interactive video courses
- g. Begin the development of SHSU's first electronic degree program
- h. Establish college-based technology development staff in each college and coordinate their activities
- i. Evaluate institutional activities to provide computer competency for all incoming students
- j. Continue three-year faculty and staff equipment upgrades
- k. Work with the computer center to evaluate the number and location of computer labs and other facilities for effectiveness and efficiency
- l. Complete revision and upgrade of Office of Research and Sponsored Programs' web page so that the majority of initial searches by faculty for grant information can be done from their offices and that, whenever possible, all necessary forms can be completed through the web page

#### **2. Increase student enrollment and retention success.**

- a. Increase the amount allocated to general scholarships to \$300,000 per year
- b. Increase the number and amount of graduate student awards
- c. Increase the honors program from 117 to 150 students

- d. Study the results of the integrated freshman seminar conducted during 1999-2000 and initiate a revised program with learning communities, core curriculum, and freshman orientation
- e. Increase the freshman Hispanic enrollment by 1 percent
- f. Begin a four-year phased-in increase in admissions standards
- g. Continue preparation for university-wide advising center and associated fee
- h. Increase the retention of first-time full-time freshmen by 2 percent
- i. Conduct the student satisfaction surveys as approved by the President's Task Force on Student Retention
- j. Conduct a competitive positioning audit and recruiting and retention audit
- k. Increase undergraduate enrollment by 1 percent
- l. Increase graduate enrollment by 10 percent
- m. Increase the number of international students on campus by 50 percent
- n. Establish and enhance articulation agreements with community colleges
- o. Undertake a thorough evaluation of the infrastructure supporting graduate studies and make recommendations for change as necessary so as to enhance existing programs

**3. Increase and enhance partnerships with the University's external communities.**

- a. Expand existing exchange programs with Mexico and France and formalize an institutional partnership in Puebla
- b. Develop or implement new exchange programs or international student feeder programs with institutions
- c. Implement restructuring of the International Programs and Activities Committee.
- d. Establish at least one new study abroad program or develop procedures for increasing foreign faculty exchanges
- e. Develop a proposal for a three-way FIPSE NAFTA grant
- f. Expand or formalize college-based endowment building activities in all colleges
- g. Increase the number and value of external (non-state appropriated) grants for faculty research and development activities
- h. Establish at least one new private/public sector partnership utilizing external funding in support of faculty research activity and/or the University's service mission

**4. Continue integrating the University's strategic planning, assessment, and curriculum development processes with the institutional budgeting process.**

- a. Encourage broader faculty participation in the strategic planning process
- b. Revise mission statements flowing from the institutional mission statement
- c. Complete integration of the institutional effectiveness process into the strategic planning and budgeting process
- d. Conduct activities resulting from Coordinating Board-mandated program review
- e. Initiate programs in web authoring, victims studies, and forensic science and begin preparation of an additional doctoral program proposal

5. **Other critical priorities.**

- a. Increase diversity of faculty and staff
- b. Enhance student performance on ExCET exams
- c. Enhance faculty and staff understanding of that ExCET is and how student performance on the ExCET is a university-wide responsibility

## **DIVISION OF FINANCE AND OPERATIONS Goals for 2000-2001 Academic Year Aligned With Institutional Strategic Goals**

### **Divisional Mission Statement**

The mission of the Division of Finance and Operations of Sam Houston State University is to assure that the division meets its mission goals and objectives in a manner consistent with the Sam Houston State University institutional mission statement, its philosophy and its strategic plan initiatives.

This office is dedicated to assisting the division in providing outstanding customer service while maintaining the fiscal integrity of the University. We are also constantly striving to provide a healthy, safe, well maintained campus for our faculty, staff, students and visitors.

We strive to assist in the accomplishment of the President's five campus initiatives of critical concern. His five initiatives are being mirrored by the Vice President for Finance and Operations.

Input for the development of goals for fiscal year 2000-2001, was derived from the department directors of the business office, administrative accounting, physical plant, university press, human resources, purchasing and stores, and computer services. These department directors were asked to obtain from their staff what they thought were the most important issues facing, their departments in the division of finance and operations. These issues provide the basis for determination of priorities and goals for fiscal year 2001 and are being integrated into one of the five major institutional priorities. The priorities and goals identified are listed in the following strategies:

- 1. Integrate computer technology into all administrative and instructional processes of the university.**
  - a. Monitor, enhance, and maximize the electronic payments of student accounts via telephone and Internet. (Administrative Accounting)
  - b. Complete purchases to provide adequate computer equipment to the staff at each residence hall. (Residence Life)
  - c. Develop a plan with Physical Plant to begin transmitting all work order requests on-line rather than by paper request. (Residence Life)
  - d. Introduce on-line recording of student hours worked in University Departments. (Payroll)
  - e. Initiate procedures to encourage maximization of direct payroll deposits. (Payroll)
  - f. Continue to implement updated software for the Department of Education's Federal Delivery System, Texas Guarantee Agency and Coordinating Board as enhancements are provided and/or changes to programs are required by federal and state guidelines. (Financial Aid)

- g. Continue to expand the use of the aid office computer lab by offering on-line Semester Loan Application processing in the lab. (Financial Aid)
- h. Continue to assist faculty in becoming better able to use the University's computer system and reports to track the financial position of their grant funds and better understand the accounting processes involved by providing training sessions for faculty and staff that gives instructions on obtaining useful data from the University's computer system and provide understanding of available reports and provide training sessions for faculty and staff that explains the accounting processes affecting their grant funds so that they feel more comfortable utilizing the available computer reports. (Contract & Grants)
- i. Continue to provide staff development in the form of one personal computing class offered by SHSU Computer Services. The goal set for 2000-01 will be attendance in one hour of class by 75% of the full time staff employees. (Business Office) (Accounts Payable) (Cashier's Office)
- j. Integrate computer technology into all administrative and instructional processes of the university by establishing a DS3 circuit to the AT&T TM "cloud" under the TEX-AN 2001 contract; replace or upgrade one-third of all faculty workstations during FY 2001; develop budgetary resources needed to make SHSU a technology friendly university by raising the percentage of total university funds budgeted for functions performed by the Computer Services Department from 2.00% in FY 1998 to 3.505% by FY 2003 in increments of 0.30%/year; maintain a sufficient number of modems and bandwidth to the Internet to provide a commercial grade of service for remote computer access to faculty, staff, and students; and increase contact hours for training courses for faculty and staff by 20% over FY 2000. (Computer Services)
- k. Integrate computer technology into all administrative and instructional process of the university by continuing to add data elements to the "common database" and produce a CD of the "common database" to distribute to university personnel; and offering more training classes for the use of the "common database." (Institutional Research)
- l. Integrate information from the two metering machines in order to streamline the departmental billing process. (Post Office)
- m. Refine imaging procedure for electronic document storage. (Human Resources)
- n. Upgrade Human Resources Department personnel computer skills. (Human Resources)
- o. Refine Human Resources Department Internet Web-Page to improve online services. (Human Resources)
- p. Develop Internet Web-Page to accept job applications online. (Human Resources)
- q. Continue to use the Internet Web-Page to enhance the image of SHSU as a good place to work. (Human Resources)
- r. Continue to support all campus projects to expand classroom technology. (Physical Plant Administration)
- s. Continue to support individual work orders for the expansion of data lines to meet mission requirements. (PP Building Maintenance)
- t. Add additional HVAC capacity to AG's PC lab in Thomason 325. (PP Utilities)
- u. Use the Internet as a source to help solve problems. (PP Custodial & Grounds)

- v. Minimize the processing of paper work by maximizing the use of office productivity software and maintenance management software programs. (PP Custodial & Grounds)
- w. Continue to assist in the integration of computer technology into the administrative and instructional processes of the university by purchasing the materials and construction services needed to wire classrooms and offices for computers and telecommunications; purchase the equipment and services needed to develop distance instruction classrooms; purchase the equipment needed to equip classrooms with computer-based projectors and other advanced technology; and purchase computer friendly desks, tables, and accessories when new or replacement furniture is requested. (Purchasing)
- x. Improve upon a computer-based purchasing system on campus to replace existing manual processes and to improve control and reporting functions by implementing campus wide the computer-based purchasing system which has been in development for the past five years and active, on a limited basis, for two years; work with Computer Services to continue the development of an improved computer-based purchasing system; and work with Computer Services and Administrative Accounting to revise the accounting system to enable automatic encumbrance of orders to eliminate double entry of information. (Purchasing)
- y. Continue to revise existing computer-based programs for purchasing data collection and reporting to comply with Legislature mandated changes by working with Computer Services to continue the development of an improved computer-based Historically Underutilized Business purchasing data collection and reporting system; work with Computer Services to revise the Recycled Materials Content purchasing data collection and reporting system; and to work with Computer Services to create a Non-Resident Bidder Purchasing data collection and reporting system. (Purchasing)
- z. Employ and train employees on software to aid university stores and central receiving by maintaining a software program to aid central receiving in processing incoming purchases and matching receiving slip with purchase order; augment the fuel monitoring system to assist in the billing of departments who employ university vehicles and provides reporting abilities; comprehend the system which maintains the capability of generating fuel related reports mandated by the state; and master the new software system which is capable of calculating monthly fuel uses, inventory, price changes, and identifies vehicles fueling. (University Stores & Central Receiving)
- aa. Research and institute on line a digital imagesetter for use in pre-press operations which will increase turnaround time and be cost effective. (SH Press & Copy Center)
- bb. Develop and implement a seminar to educate our customers on proper techniques in providing copy and disk material for printing and copying. (SH Press & Copy Center)

## **2. Support initiatives to increase student recruitment and retention.**

- a. Complete annual student satisfaction survey. (Residence Life)
- b. Complete annual comparison of on campus housing prices with other universities and off campus rates. (Residence Life)
- c. Complete annual comparison of on campus meal plan prices with other universities and off campus rates. (Residence Life)
- d. Complete annual comparison of on campus student grade point averages with off campus residents. (Residence Life)
- e. Develop a plan to offer the MicroFridge program to all on campus residents. (Residence Life)
- f. Continue to offer electronic financial aid application software to area high school counselors to encourage and assist with early electronic application processing. Early electronic processing, and knowledge of available aid opportunities, may contribute to early enrollment decisions. (Financial Aid)
- g. Continue to review and expand Student Financial Aid information and service opportunities by providing timely telephone, e-mail and correspondence responses, providing accurate and informative consumer information through our web page, brochures and application packet mail-outs. (Financial Aid)
- h. Continue to provide individual counseling and group presentations services to applicants, students and prospective student loan borrowers during scheduled Orientation Sessions, "Saturdays @ Sam", and on an as needed basis. (Financial Aid)
- i. Continue to present the Financial Aid Fair during the Spring semester to promote SHSU and offer financial aid information. (Financial Aid)
- j. Continue to provide staff training in the area of customer service to all employees in direct contact with the student population. The goal set for 2000-01 will be attendance in one development class by 75% of full time employees. (Accounts Payable) (Cashier's Office)
- k. Continue responding to college age consumer demands for products and services through surveys and research. (Vending)
- l. Continue placing modern computerized machines across campus so as to give faster, more efficient service. For fiscal year 2001, the emphasis will be to provide efficient laundry service by replacing the last of the older washing machines located in the different laundry areas of campus. (Vending)
- m. Continue to provide monetary resources (from vending profits) for student recruitment office. (Vending)
- n. Expand recruitment and retention data analysis. (Institutional Research)
- o. Employ students in the Human Resource Department. (Human Resource)
- p. Advise student applicants of job opportunities. (Human Resource)
- q. Continue to enhance way finding and information signage on campus and in adjoining parking lots to ease transition of new students into the University community. (Physical Plant Administration)
- r. Execute plan to enhance the quality of surface parking lots on campus and construct new lots as opportunities become available. (Physical Plant Administration)
- s. Continue to expand the services and capabilities of Structural Maintenance and Repair Team. (PP Building Maintenance)

- t. Continue to support LSC renovation project. (PP Utilities)
- u. Continue to support New Classroom and Office Building project. (PP Utilities)
- v. Provide additional comfort in TEC by upgrading the HVAC terminal distribution system. (PP Utilities)
- w. Enhance comfort of Recital Hall by upgrading the HVAC system. (PP Utilities)
- x. Upgrade HVAC and renovate King Hall. (PP Utilities)
- y. Enhance comfort of Parkhill House by upgrading the HVAC system. (PP Utilities)
- z. Enhance comfort of 8-coops by upgrading the HVAC systems. (PP Utilities)
- aa. Develop a plan to enhance the beauty of our grounds and the interior of our buildings. (PP Custodial & Grounds)
- bb. Implement policies and procedures developed to improve and maintain the appearance of SHSU vehicles. (PP Vehicle Maintenance)
- cc. Continue to train employees in customer service issues. (PP Vehicle Maintenance)
- dd. Extend assistance in the preparation of student recruitment materials by carrying on the purchase of materials and printing services needed to produce the annual viewbook recruiting brochure for Undergraduate Admissions and requisition the materials and services required to conduct the annual Student Orientation Program. (Purchasing)
- ee. Continue to promote our operation through newsletters and mailings to inform the University community of our services. (SH Press & Copy Center)
- ff. Research the need for a large format printer for the use of student organizations, faculty, and staff to be used in the printing of banners, signs, etc. (SH Press & Copy Center)

**3. Enhance external revenue sources available to the University (research, grants, donors).**

- a. Continue to seek increased federal and state allocations on initial applications and to reallocate unencumbered funds as available to SHSU. (Financial Aid)
- b. Continue to expand Federal Work-Study (FWS) programs which offer institutional matching waivers. The America Reads and Family Literacy programs are funded 100% with the federal funds, thus, saving the University a portion of institutional fund requirement. (Financial Aid)
- c. Continue to present, and expand external agency participation in, the Financial Aid Fair which is held in conjunction with the Spring semester "Saturdays @ Sam" program. Outside agencies support this function with monetary gifts to be used to promote and present the Fair, and provide Fair Attendance Scholarships to prospective students for tuition and fees at SHSU for the following Fall semester. (Financial Aid)
- d. Continue to enhance our reputation and increase the good faith of grantors by eliminating stale accounts; addressing issues regarding non-receipt of final payments to clear up stale receivables; and depending on contract or grant stipulations, refund or absorb balances in accounts for which the grant/project period has been over for one year or more, and make it standard procedure to provide refunds or adjustments within one year of the end of the grant/project period. (Contracts & Grants)

- e. Continue to reevaluate charges made to students versus market competition in the Vending Department. Examine product and service lines that may be appropriate to be added to offerings at the University. (Vending)
- f. Continue to provide monetary resources (from vending profits) to University Advancement Office, enabling them to search for and secure grants, donations, etc.... (Vending)
- g. Administer the Affirmative Action Plan to assure that SHSU is in compliance to be eligible for federal grants and contracts. (Human Resources)
- h. Administer personnel policies to assure compliance with Federal and State laws. (Human Resources)
- i. Provide certification of compliance to granting agencies. (Human Resources)
- j. Provide Human Resources services and administrative support to grant funded programs. (Human Resources)
- k. Augment the application for the performance of research contracts and grants by facilitating faculty, the Department of Contracts & Grants, and the Associate Vice President for Research and Graduate Studies to prepare contract or grant purchasing budgets for project applications; furnish advance support in the purchase of equipment, materials, and services needed for research contracts and grants; and attend expositions and economic opportunity forums which assisted in increasing HUB participation with the university. (Purchasing)

#### **4. Enhance partnership with the University's external communities.**

- a. Continue to take advantage of applicable State Coordinating Board, Department of Education, National and State Financial Aid Administrator Associations, software vendors and SHSU training sessions to obtain valuable processing knowledge and peer networking opportunities. (Financial Aid)
- b. Continue to offer SHSU students community service opportunities, for assisting areas elementary school students and their families to master reading and math skills, through the Federal Work-Study programs. (Financial Aid)
- c. Continue to explore areas of need for possible Financial Aid Office group information exchange sessions with high school administrators, elementary school FWS tutoring supervisors, SHSU faculty and staff. (Financial Aid)
- d. Work with the Texas Workforce Commission to administer the job placement and unemployment insurance programs. (Human Resources)
- e. Work with the Equal Employment Opportunity Commission, Department of Labor Office of Civil Rights, and Texas Commission on Human Rights to settle and prevent civil rights complaints. (Human Resources)
- f. Participate in the Job Training Partnership Act summer work program for High School students. (Human Resources)
- g. Continue to support start up of Law Enforcement Management Institute facility through construction warranties custodial services, utility services and maintenance work. (Physical Plant Administration)
- h. Continue to pursue joint projects with the city and other organizations to achieve mutual benefits. (PP Custodial & Grounds)

- i. Continue providing services to outside state agencies and organizations that provide revenue and recognition for Sam Houston State University. (SH Press & Copy Center)

**5. Continue integrating the University's strategic plan and assessment processes with the instructional budgeting processes.**

- a. Continue to support project development and costing by the University community for executive presentations. (Physical Plant Administration)
- b. Assist with identifying fiscal year 2002 Maintenance, Renovation, and Construction (MRC) projects which support strategic initiatives and department goals. (Physical Plant Administration)

**6. Other ongoing priorities and goals.**

- a. Continue to provide training in the use of administrative accounting tools to the University Community. (Administrative Accounting )
- b. Obtain training that will provide updated federal and state regulations. (Payroll)
- c. Obtain training to provide updated payroll procedures. (Payroll)
- d. Continue to develop and maintain current and accurate procedures manual to meet every changing federal and state requirements for administrating various aid programs. (Financial Aid)
- e. Continue to increase our effectiveness and benefit to the faculty and staff by obtaining training and attending professional development sessions. The Administrator will attend at least three and the clerk will attend at least one professional development course within the fiscal year. (Contracts & Grants)
- f. Continue to develop and maintain current and accurate employee job procedures and manuals by evaluating and reviewing on a yearly basis job procedures and manuals. By using these manuals as the guide and instructor for the training process of a new or cross-trained employee, accuracy can be established. This process will help stimulate employee development and provide information for adjustments to the instruction manual. Cross-train annually. Procedure is measured by evaluating the job performance of the employee, while he or she is utilizing the manual. Additions and/or deletions will be made in the instructions based on the evaluation. All adjustments to the instruction manual and evaluation techniques used will be documented in a memo and placed in our Institutional Effectiveness file. (Business Office)
- g. Continue to establish a standard for the functions provided by the Business Office staff, the following goals have been determined. (a) Reconciliation of bank statements shall be completed no later than the last day of the following month. The measurement of this goal will be to periodically (at least once a year) review the dates on the reconciliation reports to determine that they were completed timely. The results of this review will be documented in a memo, which will be placed in our Institutional Effectiveness file. (b) Billings by the Business Office to outside

- agencies for service provided by SHSU will be mailed no later than six weeks after the first class day for each current long semester and four weeks from the first class day for each current summer semester term. As a measurement we will review the billing files periodically (at least once a year) and determine whether this goal is being met. The results of this review will be documented in a memo, which will be placed in our Institutional Effectiveness file. (Business Office)
- h. Continue to establish a standard for accounts payable efficiency by processing seventy-five percent of vouchers within twenty days of receipt or delivery of invoice. Plan to measure efficiency by evaluating vouchers chosen at random, periodically during the fiscal year. Tracking interest payments charged on accounts to determine cost of late payments to the University and to determine if the late payment was beyond Accounts Payable staff control. Spreadsheets will be maintained for review of selected voucher payment information. (Accounts Payable)
  - i. Continue to develop and maintain current and accurate employee job procedures and manuals by evaluating and reviewing on a yearly basis job procedures and manuals. By using these manuals as the guide and instructor for the training process of a new or cross-trained employee, accuracy can be established. This process will help stimulate employee development and provide information for adjustments to the instruction manual. Cross train annually. Procedure is measured by evaluating the job performance of the employee, while he or she is utilizing the manual. Additional and/or deletions will be made in the instructions based on the evaluation. All adjustments to the instruction manual and evaluation techniques used will be documented in a memo and placed in our Institutional Effectiveness file. (Cashier's Office)
  - j. Continue to expand the use of Human Resource Department Web-Page as a training tool. (Human Resource)
  - k. Continue to process personnel documents in an accurate and timely manner. (Human Resource)
  - l. Continue to make progress toward Affirmative Action Plan hiring goals. (Human Resources)
  - m. Continue to make progress toward improvements of the Risk Management Program. (Human Resource)
  - n. Continue to improve the administration of the employee benefits program. (Human Resource)
  - o. Continue to improve the communication of key Human Resource information to employees via the Human Resource Department Web-Page. (Human Resource)
  - p. Conduct surveys of services performed by department employees in order to improve the image of the Physical Plant department. (Physical Plant Administration)
  - q. Improve financial resource utilization by minimizing operating costs associated with utility consumption. (Physical Plant Administration)
  - r. Minimize operating costs associated with the expenditure of overtime funds. (Physical Plant Administration)
  - s. Implement and evaluate procedures developed for assignment of rooms and changes to room usage in campus buildings. (Physical Plant Administration)
  - t. Continue to develop recreational site for the finance division at the Gibbs ranch. (Physical Plant Administration)

- u. Continue to initiate parking lot preventive maintenance program. (PP Vehicle Maintenance)
- v. Continue improvements in vehicle preventive maintenance program. (PP Vehicle Maintenance)
- w. Acquire purchased goods and services in a fair, open and competitive manner by obtaining the best value when purchasing goods and services to maximize the financial resources of the university and utilize term contracts and cooperative purchasing agreements to the extent possible. (Purchasing)
- x. Make a good faith effort to increase the participation of small and historically underutilized businesses in university purchasing by working with the Small Business Development Center to encourage the participation of all vendors in university purchasing; assisting minority-owned and woman-owned businesses in their efforts to obtain certification and do business with the university; and monitor and report performance relative to HUB program goals. (Purchasing)
- y. Become more proficient with the “just in time” inventory system developed for university stores. (University Stores & Central Receiving)
- z. Maintain an effective university store and transportation program to support the needs of the entire campus. (University Stores & Central Receiving)
- aa. Continue to conduct an effective property management program by adhering to accurate records of all property belonging to the university in a campus property management program; reassess accurate records of equipment with a minimum unit value of \$1,000 belonging to the university in the Uniform State Property Accounting System; and conduct annually, a complete inventory of the controlled property. (Property)

## **DIVISION OF STUDENT SERVICES**

### **Goals for 2000-2001 Academic Year Aligned with Institutional Strategic Goals**

#### **Vision Statement**

Sam Houston State University Division of Student Services will increase the use of technology; encourage collaboration, cooperation, and communication in various partnerships; increase support of university advancement; and provide educational opportunities in preparing our students for the future.

#### **Mission Statement**

The mission of the Division of Student Services is to initiate opportunities and provide resources for all students which promote life skills and development within the academic environment. As an integral partner in the educational process, student services provides for students and staff, quality programs and services which foster growth and development. Departments within the division embrace a student development philosophy that stresses the holistic approach in co-curriculum involvement.

The role of the Division of Student Services is to complement the total educational mission of the university. This is accomplished by offering quality programs and services. Studies indicate that learning occurs in an environment conducive to social, recreational, educational, and intellectual interaction. A variety of student services programs are designed to foster such interaction with students, faculty, staff, and the university community.

#### **1. Integrate computer technology into all administrative and instructional processes of the University.**

*Goal One: Expand the use of technology with departments in the division.*

Objective A: Expand the use of computer networks for student services by using the national data sources for student affairs professionals.

Objective B: Recreate a student services web page that is up-to-date with student services information.

Objective C: Coordinate divisional technology with the Department of Computer Services.

Objective D: Continue to update departmental computers to the university network and the Internet.

- Objective E: Continue staff development training programs through university channels.
- Objective F: Improve co-curriculum transcripts access through computer services.
- Objective G: Continue to develop national surveys on the internet for the National Association of Student Services Personnel access.
- Objective H: Develop an Ombudsman-Service Directory for Students' Satisfaction through university computer services.
- Objective I: Continue to list student services resources for students to access on the university computer system.

## **2. Provide and create initiatives to increase student recruitment and retention.**

*Goal Two: Attract and develop students and encourage their persistence through school.*

- Objective A: Continue to work with Physical Plant in campus planning of facility improvements for student services.
- Objective B: Continue to work on data collection of students' perceptions of student services with the longitudinal study implemented in 1995.
- Objective C: Continue working with the university committee to focus on retention efforts.
- Objective D: Enhance and refocus departmentally sponsored student retention programs to meet the needs of targeted student populations.
- Objective E: Continue to provide student activities that will prepare our students holistically.
- Objective F: Continue to provide information, encouragement, and advice to students concerning university resources.
- Objective G: Develop a university-wide crisis plan and campus safety policy for student programs.

**3. Enhance external revenue sources available to the University.**

*Goal Three: Increase involvement in university advancement activities.*

Objective A: Continue to research and investigate alternative programs for funding sources.

Objective B: Continue to cultivate contacts of potential and current donors through university procedures.

Objective C: Continue to cultivate contacts for athletic support in the community through university procedures.

**4. Enhance partnerships with the University's external communities.**

*Goal Four: Create opportunities for collaboration with the university's external partnerships.*

Objective A: Develop international opportunities for student exchange through national student services and university channels.

Objective B: Expand connections among regional and national universities.

Objective C: Establish opportunities for international partnerships.

Objective D: Continue to develop partnerships with the community.

**5. Continue integrating the University's strategic plan and assessment processes with the institutional budgeting process.**

*Goal Five: Evaluate program and service outcomes for the purpose of improvement in the Division of Student Services.*

Objective A: Create surveys to determine the quality of students' satisfaction through institutional effectiveness.

Objective B: Initiate strategies to determine students' satisfaction as mandated by Texas Legislature.

Objective C: Continue developmental programs to enhance staff understanding and knowledge of academic programs and services in the university.

Objective D: Create surveys to determine the quality of staff satisfaction derived from their jobs.



## **DIVISION OF UNIVERSITY ADVANCEMENT Goals for 2000-2001 Academic Year Aligned With Institutional Strategic Goals**

The purpose of this document is to articulate the goals of University Advancement and to integrate them into the institutional goals.

### **1. Integrate computer technology into all administrative and instructional processes of the university.**

- a. Integrate the use of up-to-date computer technology in the day-to-day operations of the Office of Alumni Relations, including the management of constituent membership data using the Raiser's Edge database program.
- b. Expand the use of computer technology in Development to enable the segmentation of records for annual giving solicitation, tracking of visits and solicitations of major gift prospects, and production of stewardship reports to current donors.
- c. Regularly monitor guidelines, policies and procedures regarding the use of the Raiser's Edge database program.
- d. Improve the scope and quality of Access Sam web page.
- e. Promote and encourage greater usage of [Today@Sam](#) faculty/staff electronic news page.
- f. Increase participation in Experts list on World Wide Web, targeting 600 listings per year.
- g. Increase number of events listed on the University's web page calendar.
- h. Improve the accuracy and quality of the University's alumni addresses using NCOA address standardization and Zip+4 appending services.
- i. Update constituent information obtained by Harris Publishing Company for the 2000 Directory.
- j. Utilize computer software in special events planning and management.

### **2. Provide and create initiatives to increase student recruitment and retention.**

- a. Participate in career programs, senior events, college night programs, and other student activities when appropriate.
- b. Increase student awareness of scholarships administered by Alumni Relations and provide application form on-line.
- c. Restructure the University's current student alumni organization, Alumni Alliance, and develop future alumni leadership among current students.
- d. Assist Undergraduate Admissions and others to design and place advertising in statewide magazines, high school newspapers, and programs for major statewide cultural and entertainment events.

**3. Enhance external revenue sources available to the university.**

- a. Continue to encourage university personnel to become involved in the development process at the university.
- b. Continue to develop university-wide donor stewardship events, such as the Scholarship Donor Appreciation Luncheon.
- c. Implement the university's first campus-wide annual giving program.
- d. Continue to develop a major gifts fund raising program.
- e. Continue to develop a planned giving fund raising program including the creation of an expectancy list of designated planned gifts to the university.
- f. Continue preparations for the creation of a private, non-profit 501c(3) foundation.
- g. Complete the creation of policies and procedures related to the University's development program.
- h. Provide training opportunities for University Advancement personnel interested in Development.
- i. Increase the percentage of graduates and non-graduates belonging to the Alumni Association, and implement programs and activities to sustain their membership.
- j. Increase the Alumni Association's quasi-endowment by implementing new revenue-generating programs.
- k. Use e-commerce opportunities to market alumni merchandise.
- l. Supplement institutional funding with outside resources, donated goods and services, etc.

**4. Enhance partnerships with the university's external communities.**

- a. Provide opportunities for alumni to come together on a regular basis for intellectual, service, and social enrichment, taking into account the overall diversity of our alumni.
- b. Reach out to external constituents by making presentations, hosting SHSU Alumni Association events at professional conferences, using radio-TV spots, and creating opportunities for spoken dialogue.
- c. Focus on delivering benefits to all people with whom we interact.
- d. Develop and direct a planned, systematic program of alumni communications, including the publishing of a fall and spring issue of the alumni magazine, *Legacy*.
- e. Communicate, through printed and other sources, the opportunity for alumni to continue their formal education or to increase their continuing education, through new and existing academic programs at the university.
- f. Emphasize availability of SHSU news on Access Sam and [Today@Sam](#) web pages in traditional communications with media and publics.
- g. Handle traditional and Prof-Net media queries promptly.
- h. Disseminate 100 major news releases, 225 minor news releases, and 3,600 hometown news releases per year.
- i. Assist in the promotion of the University's Distinguished Lecturer Series.

**5. Continue integrating the university's strategic planning and assessment processes and their integration with the institutional budgeting process.**

- a. Special efforts will be made to encourage, receive, analyze, and use feedback from the University's alumni, donors, and administration.
- b. Implement "customer relations" strategies as mandated by the Texas Legislature.
- c. Complete formal communication crisis plan in conjunction with overall crisis planning for the University.